

Newberrys

ANNUAL
REPORT - 1961



EDGAR A. NEWBERRY

Brother of the Founder and Chairman of the Board
DIED JANUARY 25, 1962

*"A champion of fairness to all,
of concern for the individual,
and filled with the milk of
human kindness in directing
the affairs of this Company."*

Directors

EDGAR A. NEWBERRY
JOHN E. NELSON
W. PERRY HUKILL
JOHN J. NEWBERRY, JR.
J. EDWARD HAWES
F. STARK NEWBERRY
ROBERT W. WILLIAMS
JAMES V. NEWBERRY
WALTER C. BAKER
ANNA C. NEWBERRY
MELVIN P. VAUGHT
JESS LEE
ALICE M. NEWBERRY
MERVIN G. PALLISTER
WALTER C. STRAUS
DEAN S. CAMPBELL
RAYMOND E. WEBBER

Transfer Agent

CORPORATION TRUST COMPANY, NEW YORK

Registrar

MORGAN GUARANTY TRUST COMPANY
OF NEW YORK

Auditors

PEAT, MARWICK, MITCHELL & CO.

Officers

EDGAR A. NEWBERRY, *Chairman of the Board*
JOHN E. NELSON, *President*
J. EDWARD HAWES, *Vice-President*
W. PERRY HUKILL, *Vice-President*
F. STARK NEWBERRY, *Vice-President & Asst. Secy.*
JAMES V. NEWBERRY, *Vice-President*
JOHN J. NEWBERRY, JR., *Vice-President*
WILLIAM F. TALLY, *Vice-President*
MELVIN P. VAUGHT, *Vice-President*
RAYMOND E. WEBBER, *Vice-President*
STANLEY D. CROSS, *Vice-President*
CARL W. HOCH, *Vice-President*
GEORGE L. KELLY, *Vice-President*
JESS LEE, *Vice-President*
GERALD E. MC PEAK, *Vice-President*
ROBERT W. WILLIAMS, *Vice-President*
WALTER C. STRAUS, *Financial Vice-President*
DEAN S. CAMPBELL, *Vice-President & Asst. Treasurer*
HENRY D. VON OESSEN, *Treasurer*
MERVIN G. PALLISTER, *Secretary*
EUGENE P. HACKER, *Controller*
ALFRED T. BULL, *Asst. Controller*
E. FRANK FOLEY, *Asst. Secretary*

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Newberrys



Annual Report

1961

J. J. Newberry Co. 245 Fifth Avenue, New York

Comparative Highlights *of the year's results*

	1961	1960
SALES	\$291,237,091	\$265,818,306
NET EARNINGS INCLUDING NON-RECURRING CREDIT OF \$1,206,194 IN 1961	\$ 4,692,105	\$ 4,778,893
EARNINGS PER COMMON SHARE <i>*Includes 66 cents per share for non-recurring credit</i>	\$2.36*	\$2.42
DIVIDENDS PAID PER SHARE—COMMON	\$2.00	\$2.00
DIVIDENDS PAID PER SHARE—PREFERRED	\$3.75	\$3.75
TOTAL DIVIDENDS PAID	\$ 4,034,005	\$ 3,956,366
TOTAL SALARIES, WAGES AND EMPLOYEE BENEFITS	\$ 61,440,802	\$ 55,544,235
TAXES—FEDERAL, STATE AND LOCAL (NOT INCLUDING TAXES PAID BY COMPANY FOR SOCIAL SECURITY)	\$ 4,969,583	\$ 6,424,379
TAXES—PER SHARE—COMMON	\$2.71	\$3.54
MERCHANDISE INVENTORIES	\$ 68,873,866	\$ 54,570,375
MERCHANDISE IN TRANSIT	\$ 6,103,801	\$ 5,910,453
NUMBER OF STORES IN OPERATION	564	559
AVERAGE SALES PER STORE	\$ 516,378	\$ 475,525

To Our Stockholders

Our new store in the Great Lakes Mall Shopping Center at Mentor, Ohio in suburban Cleveland has 55,000 sq. ft. of sales area on one floor. Store entrance is from a completely enclosed and air conditioned Mall. An additional entrance at opposite end of sales floor faces the parking area.



During the year just ended, your company accelerated its well planned development program. A total of 27 new stores were opened, 14 in cities or towns in which Newberrys had not previously operated and 13 in locales where completely new units replaced old ones. In addition, your company remodeled or enlarged 23 stores so that they can now handle our expanding lines of merchandise.

Of the new, enlarged, or remodelled stores, many are located in shopping centers, but important as these centers are in attracting consumers, millions of Americans also shop on Main streets in smaller cities and towns, and "downtown" in larger cities.

Our policy therefore is to open new stores or remodel existing ones in any community where profitable operations are assured now - - and in the future. In Atlanta, Birmingham, Phoenix and Santa Monica, for example, expenditures for enlargements of our "downtown" department stores were excellent moves, considering the added traffic that was generated. It will doubtless increase in the decade ahead.

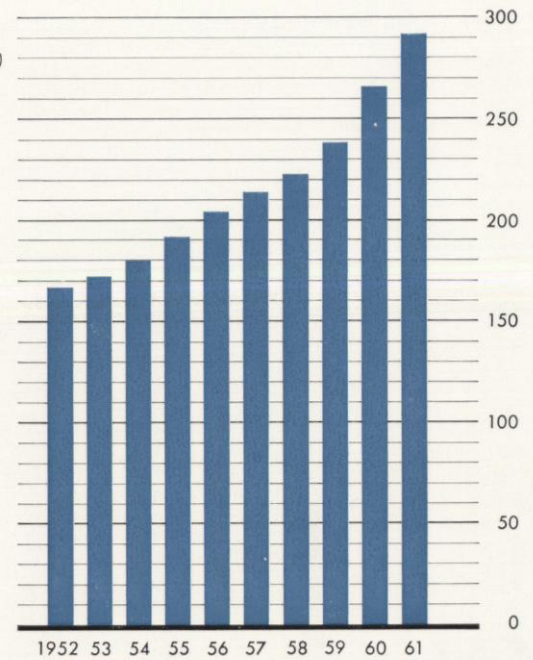
But while your company expanded considerably in 1961, we also closed 18 unprofitable units with only 5 more slated for closing in 1962. Other significant steps taken in the year just ended - - vital in insuring our profitable growth - - include:

(1) Moving to our new 290,000 square foot warehouse in Woodside, New York, which replaces the one at Bush Terminal. In addition, we completed the enlargement of our Los Angeles warehouse from 120,000 square feet to over 180,000, and established a Style Distribution Center in that city.

(2) Installation of new electronic computer equipment in our warehouses and general offices. The need for such equipment cannot be over-emphasized, particularly with respect to inventory control and the prompt supplying of merchandise information. It is well to remember that we handle 48 different categories of merchandise, ranging from clothing to electrical appliances and from notions to furniture. We are constantly

Sales

(millions of dollars)



adding items -- both in low and higher priced brackets, so that consumers will have a wide variety of choices. Considering we operate over 550 units -- some department stores, some junior department stores, and smaller types of stores (depending on the buying habits of the communities in which they are located) -- the need for most stringent inventory control and merchandise information becomes apparent. This new computer equipment can help solve these problems and provide the utmost in efficiency -- which is bound to reduce operating costs considerably.

All these accomplishments this past year -- plus other factors to be dwelt upon -- augur well for the continued growth and more profitable operations of your company.

Sales and Earnings

For the fiscal year ended December 31, 1961, sales totalled \$291,237,091 compared to \$265,818,306 the previous year, an increase of \$25,418,785.

Total net earnings, including a non-recurring credit of \$1,206,194, were \$4,692,105, equivalent to \$2.36 a share on 1,831,620 shares outstanding, compared to \$4,778,893, or \$2.42 a share in fiscal 1960.

Operating earnings in 1961 were \$3,485,911 equivalent to \$1.70 a share. Charged to these earnings -- in accordance with our



The furniture and home furnishings section of one of our new larger stores.

Our store in the Mid-State Mall Shopping Center at East Brunswick, New Jersey.



Newberrys



A typical Ladies' Dress Department in one of our new stores. Carpeting, decorative lighting, and the use of manikins together create a pleasant atmosphere in which to shop.



A typical "see-thru" show window in a new Shopping Center Store which permits the entire salesfloor to be on display.

usual practice -- was the cost of opening 27 new stores and remodeling or enlarging 23 other stores.

There were major reasons for the decrease in earnings in 1961. Closing 18 unprofitable units, extensive remodeling of 4 profitable downtown department stores, installing electronic computer equipment and moving to new warehouses, involved extraordinary and non-recurring expenses of over \$2,500,000. We believe however that this expenditure will generate considerable profits in the period ahead. It strengthened our company in meeting new and different types of competition and paved the way for substantial expansion.

Financial Position

Working capital at the end of 1961 was \$71,140,079, compared to \$58,482,278 on December 31, 1960. Our financial position therefore continues to be exceptionally strong.

Dividends

During 1961 cash dividends of \$2.00 (50 cents quarterly) per share of common stock were paid. Your company has thus paid 134 consecutive quarterly cash dividends -- starting with the year 1928 -- on the common stock.

Expansion, Modernization & Store Improvements

New stores that were opened this past year, as well as those enlarged or remodelled, added approximately 27½ acres or 1,200,000 square feet of space. These stores and their locales are listed on pages 7 and 8.

Credit Program

Newberry customers have a choice of 30 day charge accounts, revolving credit accounts and conditional sale or installment payment plan accounts.

Customers, whether buying from our broad range of medium or higher priced items, desire the convenience of credit. As a result, we have expanded our credit facilities and they are now available in 297 stores, in large as well as small communities.

Newberrys Future

Despite decreased earnings in 1961, we continue to be very optimistic about Newberrys future. A company's growth is not always achieved through a steady progression of record highs each year.

There are inevitable retrogressions - - due to any number of factors - - before upward trends commence again. We believe - - because of steps already taken - - we can substantially augment sales and profits not only in 1962 but in the years beyond. There are many reasons for our optimism:

- Our continuous development program which was accelerated in 1961.
- Adding more better quality and higher ticket items to our existing lines.
- Vastly increased consumer confidence in our expanding lines of merchandise - - insuring considerable repeat business - - due to extraordinary quality controls we developed and to stepped up promotional programs.
- Adding a minimum of 29 new stores and major renovations or enlargements of 16 existing stores in 1962. Of the new stores, most are in shopping centers. The remainder are on Main streets or downtown locations where - - as in the case of Newberry stores opened or remodelled in recent years - - there are adequate parking facilities, a prime requisite for site selection or enlargement of an existing unit.
- We have the necessary competent personnel and adequate warehouse facilities not only for expansion in 1962 but for some time to come. Thus we can benefit from recent capital expenditures.
- Expansion of our very profitable restaurant and cafeteria business, which now has 349 units in operation. Our 1962 program calls for the opening of 20 cafeteria and coffee shops in new and enlarged stores, plus 4 free standing cafeterias and coffee shops not connected with stores.

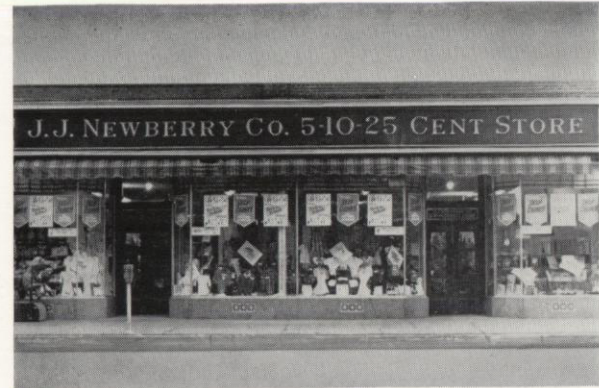
We hope that all these developments will imbue you with the same enthusiasm your Board of Directors and I have for the future of Newberrys. This enthusiasm is further warranted because of our efficient executive staff and the thousands of loyal employees who are dedicated to Newberrys. To all of them we express sincere gratitude and appreciation for their efforts on behalf of our company.

J. E. Nelson

President

March 26, 1962

SAYRE PENNSYLVANIA—An old "variety store" now replaced by a modern Newberry Department store, with our own customer parking area adjacent to the building in the heart of Sayre's business district.



Our modern cafeteria and dining room in the Pilgrim Shopping Center at Verona, New Jersey.



A "Trailer-Load" Sale in the parking area at the opening of a new Shopping Center Store.

New Stores in New Towns (14)

	Total Sq. Ft.
Brookfair Shop. Ctr., Garden Grove, Calif.	55,700
Balboa Mission Shop. Ctr., Granada Hills, Calif.	47,400
Baldwin Hills Shop. Ctr., Los Angeles, Calif.	40,000
Peninsular Shop. Ctr., Palos Verdes, Calif.	52,600
Mission Valley Shop. Ctr., San Diego, Calif.	79,400
Pacific Shop. Ctr., San Diego, Calif.	32,300
Rolling Hills Shop. Ctr., Torrance, Calif.	48,000
Westgate Shop. Ctr., Macon, Georgia	51,000
Ames Plaza Shop. Ctr., Omaha, Nebraska	43,000
Loveland Shop. Ctr., Omaha, Nebraska	12,500
Pilgrim Shop. Ctr., Verona, New Jersey	82,400
Rugby, North Dakota	8,000
Great Lakes Shop. Ctr., Mentor, Ohio	70,000
Medford Shop. Ctr., Medford, Oregon	48,000

Yard-goods have a strong appeal to women shoppers. Newberrys carry a big selection of fabrics to fit every "do-it-yourself" sewing need.



New Stores Replacing Old Stores (13)

	Total Sq. Ft.	Old Sq. Ft.
Westgate Shop. Ctr., Merced, Calif.	28,700	8,500
Perl Mack Shop. Ctr., Denver, Colo.	30,000	8,400
Hillside Shop. Ctr., Greeley, Colo.	16,000	6,800
Valley Plaza Shop. Ctr., Poplar Bluff, Mo. ...	52,000	7,700
Ralston, Nebraska	11,000	5,200
Mid-State Mall Shop. Ctr. East Brunswick, N. J.	63,600	46,200
Cooperstown, N. Y.	38,000	6,400
Painesville, Ohio	42,000	10,000
Lewisburg, Pennsylvania	32,400	10,000
Sayre, Pennsylvania	39,100	5,600
Towanda, Pennsylvania	37,500	4,500
Gillette, Wyo.	8,200	6,000
Laramie, Wyo.	18,000	11,000

Major Remodelings and Enlargements (23)

	<u>Total Sq. Ft.</u>	<u>Old Sq. Ft.</u>
Birmingham, Alabama	80,000	50,000
Phoenix, Ariz.	39,500	30,000
Santa Monica, Calif.	30,000	20,000
Mid-Town Shop. Ctr., Pueblo, Colorado ...	22,500	13,100
Atlanta, Georgia	100,000	80,000
Auburn, Indiana	10,000	8,200
Jasper, Indiana	18,900	7,400
Frankfort, Kentucky	29,500	20,400
Harlan, Kentucky	19,400	15,800
Madawaska, Maine	26,800	11,800
Houghton, Mich.	17,800	12,000
Three Rivers, Mich.	16,400	9,700
Moorhead, Minn.	9,600	8,300
Falls City, Nebraska	10,000	7,400
Gering, Nebraska	9,100	4,900
Kimball, Nebraska	11,000	10,600
Franklin, N. H.	32,600	10,400
Hackettstown, N. J.	19,400	10,000
Catskill, N. Y.	56,100	36,100
Bryan, Ohio	25,000	15,900
Kennett Square, Pa.	30,000	19,900
Somerset, Pa.	47,200	40,000
Sturges, S. D.	12,000	9,000

New Garden Shop (1)

	<u>Total Sq. Ft.</u>
Vineland, New Jersey	6,200

New Free Standing Restaurant (1)

	<u>Total Sq. Ft.</u>
Holland House, Birmingham, Alabama	6,700



We carry a wide selection of clothing for all the family, as shown in this window display in our new Westgate Shopping Center store in Macon, Georgia.



A portion of the new Garden Shop added to our Vineland, New Jersey store during 1961. Notice outdoor selling area as well as enclosed Garden Shop area (right side).

Statement of Consolidated Earnings and Retained Earnings

Year ended December 31, 1961 with comparative figures for 1960

	1961	1960
Sales	\$291,237,091	\$265,818,306
Other income	350,098	414,011
	<u>291,587,189</u>	<u>266,232,317</u>
Deduct:		
Cost of merchandise sold and operating expenses . .	274,126,473	246,973,533
Taxes, other than Federal taxes on income	4,674,341	4,211,985
Depreciation and amortization	3,273,815	3,337,903
Interest	1,649,566	1,462,210
Employees' retirement expense (note 7)	665,020	660,667
Provision for bad debts and miscellaneous expense .	631,063	196,071
	<u>285,020,278</u>	<u>256,842,369</u>
Profit before Federal taxes on income	6,566,911	9,389,948
Provision for Federal taxes on income	3,081,000	4,611,055
Net earnings for the year	<u>3,485,911</u>	<u>4,778,893</u>
Special credit:		
Restoration to income of reserve for self-insurance provided in prior years	1,206,194	—
Net earnings including special credit	<u>4,692,105</u>	<u>4,778,893</u>
Add retained earnings of prior years:		
J. J. Newberry Co.	57,861,257	54,618,156
Hested-Lee corporations-pooled interests	—	2,420,574
	<u>62,553,362</u>	<u>61,817,623</u>
Less dividends:		
3¾ % Cumulative Preferred Stock	375,008	375,008
Common Stock—\$2 per share	3,658,997	3,396,296
Hested-Lee corporations, prior to pooling of interests	—	185,062
	<u>4,034,005</u>	<u>3,956,366</u>
Retained earnings at end of year (approximately \$3,300,000 free of restrictions pertaining to payment of dividends, etc.)	<u>\$ 58,519,357</u>	<u>\$ 57,861,257</u>

See accompanying notes to financial statements.

Consolidated Balance Sheet

December 31, 1961—with comparative figures for 1960

ASSETS	1961	1960
CURRENT ASSETS:		
Cash	\$ 15,318,811	\$ 14,873,425
Short-term Government securities, at cost plus accrued interest (approximate market)	498,935	998,228
Customers' accounts receivable, including equity of \$772,514 in accounts receivable sold, less provision of \$513,000 for doubtful accounts	4,511,664	3,917,251
Miscellaneous accounts receivable	2,623,709	1,609,521
Merchandise, at the lower of cost or market:		
At stores and warehouses	68,873,866	54,570,375
In transit	6,103,801	5,910,453
Total merchandise	74,977,667	60,480,828
Prepaid expenses	2,121,846	1,639,573
TOTAL CURRENT ASSETS	100,052,632	83,518,826
MISCELLANEOUS INVESTMENTS AND ADVANCES, AT COST	266,615	218,070
PROPERTY AND EQUIPMENT, AT COST:		
Land, buildings and improvements	10,623,596	10,575,202
Furniture and fixtures	40,131,856	38,970,213
Alterations and improvements to leased properties	24,289,077	22,301,630
	75,044,529	71,847,045
Less provision for depreciation and amortization	33,030,744	31,065,640
PROPERTY AND EQUIPMENT (net)	42,013,785	40,781,405
DEFERRED CHARGES	1,542,560	1,367,201
	<u>\$143,875,592</u>	<u>\$125,885,502</u>

See accompanying notes to financial statements.

J. J. Newberry Co. and Subsidiaries

LIABILITIES	<u>1961</u>	<u>1960</u>
CURRENT LIABILITIES:		
Accounts payable and accrued expenses	\$ 25,533,171	\$ 20,233,666
Provision for Federal taxes on income	2,263,203	3,596,941
Dividend payable on preferred stock in February of following year	93,752	93,752
Installments on long-term debt due within one year	1,022,427	1,112,189
TOTAL CURRENT LIABILITIES	28,912,553	25,036,548
DEFERRED FEDERAL TAXES ON INCOME (note 4)	2,715,000	2,288,000
LONG-TERM DEBT, less amounts due within one year (note 5)	32,823,713	18,656,648
RESERVE FOR INCENTIVE STOCK BONUS PLAN, ETC. (note 3)	303,343	317,877
RESERVE FOR SELF-INSURANCE—fire, flood and other risks	—	1,468,598
STOCKHOLDERS' EQUITY (notes 1 and 2):		
Cumulative Preferred Stock, par value \$100 per share:		
Authorized 125,000 shares, issuable in series.		
Issued 100,000 shares, 3¾ % Series (redeemable at \$101.50 per share, plus accrued dividends)	10,000,000	10,000,000
Common Stock, no par value:		
Authorized 2,500,000 shares.		
Issued 1,891,092 shares	10,668,544	10,170,830
Subscribed and unissued 5,848 shares	236,044	388,706
Retained earnings (approximately \$3,300,000 free of restrictions pertaining to payment of dividends, etc.)	58,519,357	57,861,257
	<u>79,423,945</u>	<u>78,420,793</u>
Less cost of 59,472 shares of Common Stock in treasury	302,962	302,962
TOTAL STOCKHOLDERS' EQUITY	79,120,983	78,117,831
	<u><u>\$143,875,592</u></u>	<u><u>\$125,885,502</u></u>

See accompanying notes to financial statements.

Notes to Financial Statements

December 31, 1961

1. COMMON STOCK

The stockholders, on September 22, 1961, approved an amendment to the certificate of incorporation increasing the authorized number of shares of Common Stock from 2,000,000 to 2,500,000 and reserved an additional 100,000 shares of Common Stock for the Employees' Stock Option Plan. Purchasers of the 5¼% subordinated notes due October 1, 1981 were issued warrants to purchase 155,000 shares of Common Stock at \$52 per share at any time prior to October 1, 1981.

2. STOCK OPTIONS

An employees' restricted stock option plan provides that each year for which it is declared effective, each person in the employ of the Company since the beginning of the preceding year is to be granted an option to purchase one share of Common Stock for each full \$300 of his compensation during that year. Options are exercisable prior to December 31 in the year granted at 85% of the fair market value on the date of purchase. During 1961 options for 8,916 shares, including 5,848 shares subscribed for but not issued, were exercised at an average price of \$39.02. The number of shares available for 1962 for which the Board of Directors has again declared the plan effective is 114,316.

3. INCENTIVE STOCK BONUS PLAN

Provision for the incentive stock bonus plan for 1961 was limited to an amount equal to dividends on 6,799 shares previously allotted to participants of the plan; the Board of Directors in 1960 reserved 6,799 shares of Common Stock held in the treasury for purposes of the plan. The Company has the right to amend or discontinue the plan at any time, but may not retroactively reduce credits to the participants.

4. DEFERRED FEDERAL TAXES ON INCOME

Income from credit sales is reported on the accrual basis in the accompanying financial statements, but for tax purposes it is reported as collections are received; taxes amounting to \$1,105,000 have been provided on the income so deferred. Deferred taxes applicable to the excess of accelerated depreciation deducted for tax purposes over depreciation reflected in the financial statements amounted to \$1,610,000.

5. LONG TERM DEBT

On October 3, 1961, the Company issued notes for \$15,500,000 bearing interest at 5¼%; the notes are subordinated to all long-term debt outstanding at that

date. The note agreement provides for fixed payments of \$1,033,000 principal amount of the notes, at par, on each October 1 commencing in 1967. The note also provides for optional prepayments at varying premium rates.

The detail of long term debt is listed below:

	1961	1960
Mortgages payable on real estate	\$ 1,398,416	\$ 1,759,998
2.90% Sinking Fund Notes due August 15, 1968 (sinking fund \$450,000 per annum increasing to \$550,000 in 1963)	6,250,000	6,700,000
3½% Promissory Notes due in semiannual installments (presently about \$21,000 per annum) to 1975	675,297	696,650
3¾% Sinking Fund Notes due May 15, 1976 (sinking fund \$500,000 per annum)	9,000,000	9,500,000
5¼% Notes due October 1, 1981 (subordinated to debt listed above)	15,500,000	—
	<u>\$32,823,713</u>	<u>\$18,656,648</u>

6. PROPERTY TRANSACTIONS

During 1961, the Company and its subsidiaries sold and leased back property and equipment having a net book value of approximately \$9,800,000 at a profit of approximately \$165,000; the leases (which are subject to renewal at reduced rentals) have initial periods which are approximately equal to the estimated useful life of the assets.

7. COMMITMENTS AND CONTINGENCIES

Minimum annual rentals on properties, including those sold in 1961, aggregating approximately \$12,400,000 are payable by the Company under leases extending more than five years; 80% of such aggregate amount is payable annually under leases expiring within twenty-five years.

Unfunded past service costs of the Employees' Retirement Plan, which amounted to approximately \$632,000 as of December 31, 1961, are being amortized in annual installments as permitted by the U. S. Treasury Department. The company expects to continue the plan but has reserved the right to modify or discontinue it at any time. Charges to income for 1961 included \$61,740 in respect of past service benefits.

Accountants' Report

The Board of Directors and Stockholders

J. J. NEWBERRY CO.:

We have examined the consolidated balance sheet of J. J. Newberry Co. and subsidiaries as of December 31, 1961 and the related statement of earnings and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

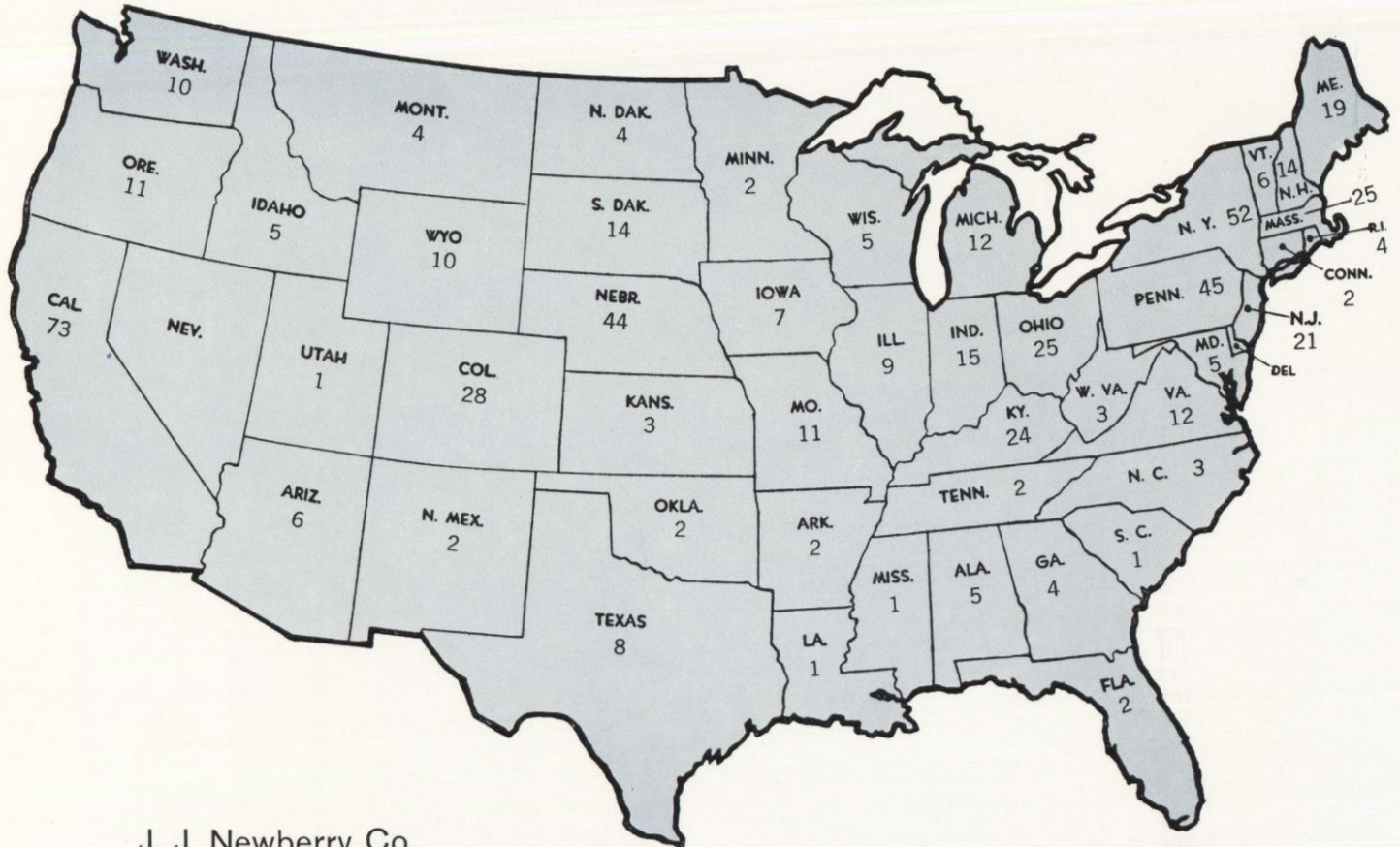
In our opinion, the accompanying consolidated balance sheet and statement of consolidated earnings and retained earnings present fairly the financial position of J. J. Newberry Co. and subsidiaries at December 31, 1961 and the results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

PEAT, MARWICK, MITCHELL & CO.

New York, N. Y.

March 14, 1962

Newberrys Serving these 564 Communities



J. J. Newberry Co. Store Locations

Executive Offices:

245 FIFTH AVE.
NEW YORK 16, N. Y.

- (*) Operated under name of HESTEDS
(†) Operated under name of LEE
(o) Operated under name of KAUFMANN'S

Division Offices:

BOSTON — 4 Federal St., Woburn, Mass.
MANHATTAN — 62 W. 45th St., New York, N. Y.
ATLANTIC — 245 Fifth Ave., New York, N. Y.
ST. LOUIS — 1221 Locust St., St. Louis 3, Mo.
OMAHA — 885 South 72nd St., Omaha, Neb.
LOS ANGELES — 314 W. Sixth St., Los Angeles, Calif.

Warehouse Locations:

NEW YORK, N. Y.
OMAHA, NEB.
NO. HOLLYWOOD, CAL.

Alabama—5

Birmingham (3)
Dothan
Montgomery

Arizona—6

Douglas
Mesa
Nogales
Phoenix (3)

Arkansas—2

Hot Springs
Pine Bluff

California—73

Alhambra
Bakersfield
Bell
Bellflower
Beverly Hills
Brawley
Buena Park
Burbank (2)
Compton (3)
Downey
El Centro

Fresno
Garden Grove
Glendale
Granada Hills
Hanford
Hollywood
Huntington Park
Inglewood
La Mirada
Long Beach
Los Angeles (14)
Merced
Modesto
Monterey Park
Norwalk
Oakland
Ontario
Palos Verdes
Pomona
Porterville
Redondo Beach (2)
Reseda
Salinas
San Diego (3)
San Francisco
San Mateo
San Pedro
Santa Ana (2)

Santa Barbara
Santa Monica (2)
Stockton
Studio City
Sunnyvale
Torrance (2)
Vallejo
Van Nuys
Ventura
Visalia
West Covina
Whittier

Colorado—28

Alamosa (*)
Arvada (*)
Aurora (2) (*)
Boulder (*)
Craig (*)
Delta (*)
Denver (8) (*)
Florence (*)
Glenwood Springs (*)
Golden (*)
Grand Junction (*)
Greeley (*)
La Junta
Lakewood (2) (*)

from Coast to Coast ...

Monte Vista (*)
Montrose (*)
Pueblo (2)
Rocky Ford (*)

Connecticut—2

Hartford
New Haven

Florida—2

Pensacola
Tampa

Georgia—4

Atlanta
Columbus
Macon (2)

Idaho—5

Boise
Idaho Falls
Lewiston
Pocatello
Twin Falls

Illinois—9

Canton
Collinsville
Granite City
Litchfield
Macomb
Melrose Park
Peoria
Rock Island
West Frankfort

Indiana—15

Auburn
Connersville
Decatur
East Chicago
Gary
Goshen
Hammond
Hartford City
Indiana Harbor
Jasper
Marion
Martinsville
New Albany
New Castle
Whiting

Iowa—7

Carroll (†)
Denison (†)
Glenwood (†)
Iowa Falls
Sibley (†)
Storm Lake (†)
Webster City

Kansas—3

Coffeyville
Marysville (*)
Parsons

Kentucky—24

Bardstown
Central City
Corbin
Cynthiana
Danville

Elizabethtown
Frankfort
Glasgow (2)
Harlan
Harrodsburg
Hazard
Henderson
Lawrenceburg
Lebanon
Mayfield
Mt. Sterling
Owensboro
Paris
Pineville
Richmond
Shelbyville
Somerset
Winchester

Louisiana—1

Lake Charles

Maine—19

Bangor
Bath
Calais
Caribou
Dover-Foxcroft
Eastport
Ellsworth
Farmington
Farmington
Fort Kent
Houlton
Lincoln
Madawaska
Mars Hill
Millinocket
Norway
Presque Isle
Rockland
Rumford
Van Buren

Maryland—5

Brunswick
Elkton
Frederick
Hagerstown
Pocomoke City

Massachusetts—25

Amesbury
Boston
Bridgewater
Chelsea
Clinton
Fall River
Falmouth
Framingham
Franklin
Gardner
Haverhill
Holyoke
Leominster
Maynard
Newburyport
North Adams
Northampton
North Attleboro
Peabody
Pittsfield
Stoughton
Wakefield
Westfield
Whitman
Worcester

Michigan—12

Alma
Calumet
Charlotte
Coldwater
Houghton
Iron River
Ishpeming
Ludington
Manistee
Midland
Port Huron
Three Rivers

Minnesota—2

Moorhead (†)
Pipestone (†)

Mississippi—1

Meridian

Missouri—11

Columbia
Excelsior Springs
Joplin
Kansas City
Maplewood
Poplar Bluff
Richmond Heights
St. Louis (3)
Springfield

Montana—4

Billings
Great Falls (*)
Hardin (*)
Laurel (*)

Nebraska—44

Ainsworth (†)
Albion (†)
Alliance (*)
Auburn (*)
Aurora (*)
Beatrice (*)
Bellevue (*)
Broken Bow (*)
Central City (*)
Chadron (*)
David City (*)
Fairbury (*)
Falls City (*)
Geneva (*)
Gering (*)
Gordon (*)
Grand Island (*)
Grand Island (o)
Hastings (*)
Hebron (*)
Holdrege (*)
Kimball (*)
Lincoln (*)
McCook (*)
Minden (*)
Nebraska City (*)
Neligh (*)
Norfolk (*)
Ogallala (†)
Omaha (6) (*)
O'Neill (†)
Ord (†)
Ralston (*)
Sidney (†)
Superior (*)
Tecumseh (*)

Valentine (†)
West Point (*)
York (*)

New Hampshire—14

Berlin
Claremont
Concord
Derry
Dover
Franklin
Keene
Laconia
Littleton
Manchester
Nashua
Plymouth
Portsmouth
Rochester

New Jersey—21

Asbury Park
Atlantic City
Boonton
Bridgeton
Caldwell
Dover
Freehold
Hackettstown
Hammononton
Keyport
Long Branch
Millville
New Brunswick (2)
Newton
Paramus
Red Bank
Springfield
Verona
Vineland
Wildwood

New Mexico—2

Las Vegas
Raton

New York—52

Albion
Amsterdam
Auburn
Batavia
Bath
Buffalo
Canandaigua
Canton
Catskill
Cobleskill
Cooperstown
Corning
Cortland
Elmira
Endicott
Gloversville
Gouverneur
Greenpoint, Bklyn.
Hicksville
Hornell
Hudson
Ithaca
Kingston
Little Falls
Lockport
Lyons
Malone
Manhasset
Massena

Middletown
Niagara Falls
Northville
Nyack
Ogdensburg
Oneonta
Ossining
Owego
Penn Yan
Perry
Port Jervis
Poughkeepsie
Salamanca
Saranac Lake
Saratoga Springs
Saugerties
Ticonderoga
Tupper Lake
Valley Stream
Walton
Watertown
Wellsville
Whitehall

North Carolina—3

Asheville
Monroe
Reidsville

North Dakota—4

Bismarck (*)
Grand Forks
Hettinger (*)
Rugby (†)

Ohio—25

Ashland
Ashtabula
Bowling Green
Bryan
Bucyrus
Cambridge
Chillicothe
Cincinnati
Cleveland (2)
Conneaut
Coshocton
East Palestine
Findlay
Fremont
Ironton
Lancaster
Lima
Massillon
Mentor
New Philadelphia
Painesville
Tiffin
Wooster
Zanesville

Okmulgee
Sapulpa

Oklahoma—2

Okmulgee
Sapulpa

Oregon—11

Astoria
Bend
Eugene
Klamath Falls
Medford (2)
Portland (3)
Roseburg
Salem

Pennsylvania—45

Berwick
Bloomsburg
Bradford
Carbondale
Chambersburg
Coalport
Coatesville
Danville
Downingtown
Du Bois
Ephrata
Forest City
Freeland
Homestead
Jim Thorpe
Jersey Shore
Kennett Square
Lansford
Lewisburg
Lock Haven
McAdoo
Mahanoy City
Middletown
Milton
Mt. Carmel
Nanticoke
Newport
Northampton
Olyphant
Oxford
Phoenixville
Pottstown
Renovo
Ryersford
Sayre
Shamokin
Shenandoah
Somerset
Stroudsburg
Sunbury
Tamaqua
Towanda
Waynesboro
Wellsboro
West Chester

Rhode Island—4

Newport
Providence
Warren
West Warwick

South Carolina—1

Camden

South Dakota—14

Aberdeen
Belle Fourche (†)
Chamberlain (†)
Hot Springs (†)
Huron
Lead
Mitchell
Rapid City
Sioux Falls (2)
Sturgis (†)
Vermillion
Winner (†)
Yankton

Tennessee—2

Gallatin
Jellico

Texas—8

Austin
Beaumont
Denison
Eagle Pass
El Paso (2)
Houston
Texarkana

Utah—1

Ogden

Vermont—6

Barre
Bellows Falls
Newport
Springfield
White River Junction
Windsor

Virginia—12

Bedford
Clifton Forge
Culpeper
Farmville
Fredericksburg
Front Royal
Lexington
Salem
South Boston
Waynesboro
Winchester
Wytheville

Washington—10

Bellevue
Bellingham
Everett
Longview
Renton
Richland
Seattle
Spokane
Walla Walla
Yakima

West Virginia—3

Charleston
Charles Town
Martinsburg

Wisconsin—5

Fond Du Lac
Kenosha
Oshkosh
Rhineland
Superior

Wyoming—10

Buffalo (*)
Cheyenne
Douglas (*)
Gillette (*)
Laramie (*)
Newcastle (*)
Rawlins (*)
Rock Springs
Torrington (*)
Wheatland (*)



Record of Sales and Earnings

Year	Number of Stores	Sales	Earnings per share on Common Stock Outstanding	No. of Shares Common Stock Outstanding
1912	1	\$ 32,383	N O T I N C O R P O R A T E D	
1913	2	42,184		
1914	3	92,640		
1915	5	116,009		
1916	5	151,465		
1917	6	149,466		
1918	7	276,449		
1919	17	502,445		
1920	17	751,984		
1921	26	1,157,234		
1922	33	1,750,066		
1923	51	3,564,947	\$4.68	48,000
1924	68	5,114,339	6.42	48,666
1925	86	6,897,414	8.28	50,200
1926	112	9,985,074	*3.06	206,000
1927	151	15,069,159	3.65	213,200
1928	210	20,609,366	4.62	239,620
1929	279	27,789,369	†3.15	395,314
1930	335	30,187,392	2.22	395,314
1931	379	31,146,802	1.73	385,150
1932	406	33,121,670	1.07	381,324
1933	417	35,146,574	3.06	379,974
1934	431	41,054,218	5.38	380,446
1935	450	43,388,611	4.94	380,446
1936	461	48,376,510	6.03	380,446

Year	Number of Stores	Sales	Earnings per share on Common Stock Outstanding	No. of Shares Common Stock Outstanding
1937	469	\$ 50,315,454	\$5.27	380,446
1938	476	49,040,697	4.04	380,446
1939	479	52,272,953	5.44	380,446
1940	486	55,879,580	4.53	380,446
1941	488	64,228,956	6.40	380,446
1942	492	77,313,152	6.70	380,446
1943	491	91,028,763	7.58	380,446
1944	491	95,861,688	7.39	380,446
1945	488	100,868,759	‡1.93	1,521,784
1946	487	113,228,967	4.74	1,521,784
1947	485	117,860,227	4.30	1,521,784
1948	484	134,785,360	4.55	1,521,784
1949	482	136,783,109	3.71	1,521,784
1950	483	145,671,210	4.24	1,521,784
1951	480	161,266,885	3.47	1,521,784
1952	477	166,315,526	3.32	1,521,784
1953	476	171,163,900	3.48	1,521,784
1954	476	179,756,015	2.96	1,521,784
1955	476	190,689,902	3.59	1,521,784
1956	476	203,463,103	3.18	1,530,443
1957	476	212,942,786	2.58	1,547,231
1958	469	221,873,189	3.12	1,560,396
1959	462	238,007,599	3.32	1,570,405
1960	559	265,818,306	2.42	1,816,719
1961	564	291,237,091	§2.36	1,831,620

* Stock split-up 4 shares for 1 in 1926.

† Stock split-up 3 shares for 2 and rights to subscribe to 10% of holdings issued May 1st, 1929.

‡ Stock split-up 4 shares for 1 in 1945.

§ Includes 66 cents per share for special non-recurring credit.

